

## ACKNOWLEDGMENTS

Jack Boyd has played a unique role in the history of Ames, much like the role he played in producing this history of Ames. Jack joined Ames in 1947 as a specialist in supersonic aerodynamics. In 1966 he became technical assistant to Ames' director and since then—as he moved up to deputy director, associate director, NASA associate administrator for management, and well into his so-called retirement years—Jack has served as Ames' institutional memory and the embodiment of its ethos of personal respect. When recruiting leaders from outside of Ames, like Hans Mark and Harry McDonald, NASA headquarters asked Jack to lead the recruits on their first tours of the place. When Ames people struggling to build their programs needed insight into the cultures and personalities around NASA, they could rely on Jack's diplomacy and his friendships throughout the agency. He found funding for this history, introduced me to people of every generation around Ames, and helped me interpret both the bright and dark years of Ames history. Jack has always devoted time to education and outreach. Most important, Jack lives the belief that a strong sense of the past is great grounding in the rush to forge the future.

David Morse, the person at Ames responsible for communicating knowledge, oversaw this history and taught me much about how to write about Ames. Laura Shawnee efficiently managed the contract for Ames; Annette Rodrigues, Doreen Cohen and Sheila Keegan managed the contract for Quantum Services. Carla Snow-Broadway helped find documents; Lynn Albaugh helped find photographs; Jeanette Louis-Sannes helped with office stuff; and Dan Pappas, the Ames history liaison, helped find library materials. Mary Walsh supervised the publication team, Charlotte Barton sweated the review process, Boomerang Design Group did the graphic design and John Adams managed the printing.

Walter Vincenti gave great advice, not only as a world-renowned historian of technology at Stanford University, but as an aerodynamicist and tunnel builder during Ames' first eighteen years. John V. Foster and John Dusterberry welcomed me into the Owl Feathers Society. Carl Honaker and Mike Makinnen told me much about the Navy side of Moffett Field. Stephanie Langhoff, Ames chief scientist and leader of the Ames Hall of Fame project, taught me how working scientists view Ames' history.

Helen Rutt served as project archivist, collected and processed a reference collection on Ames history, and compiled finding aids to the primary materials. Kathleen O'Connor

takes superb care of those documents stored at the National Archives and Records Administration, Pacific Sierra Region in San Bruno. Karen Dunn-Haley wrote on human resources, safety, and environmental issues at Ames and compiled the bibliography. Kristen Edwards wrote on the history of Ames/Soviet collaboration on the Cosmos/Bion program. Mark Wolverton researched the role of university principal investigators in Pioneers 10 and 11.

More than seventy past and present Ames employees shared their time and thoughts with me, both formally and informally. Many of these oral history interviews are transcribed and deposited in the Ames history collection, though I have only cited those quoted directly. Thanks especially to Scott Hubbard, Nancy Bingham, Eugene Miya, Alvin Seiff, Howard Goldstein, Warren Hall, Michael McGreevy, Jeffrey Cuzzi, and Bill Berry.

This is a work for hire, though the only restrictions Ames placed on this

manuscript was that it be done in time to celebrate their sixtieth anniversary. Some will argue that I failed to give adequate attention to significant projects, failed to give sufficient credit to everyone who dedicated their lives to the institution, or failed to capture all the struggles they had to overcome. A great many people have reviewed this manuscript for errors of fact, interpretation and balance, but any that remain are mine alone.

Ames' director Harry McDonald was a superb audience because he conveyed his intense curiosity—as he does so well with almost everybody's work—of learning more about Ames' past. My thanks to everyone who said they looked forward to reading what I wrote. Most made sure that I understood, however, that the best scientists, engineers and managers will keep coming to Ames—not because of its history of success that I was tasked to portray—but to work with the best minds and the best tools in their professions.

# BIBLIOGRAPHICAL ESSAY

Two histories of Ames precede mine, and both were valuable sources in writing this history. The chapter on Ames as a NACA laboratory is based largely on Edwin P. Hartman, *Adventures in Research: A History of Ames Research Center, 1940-1965* (NASA SP-4302, 1970). Hartman directed the NACA field office in Los Angeles from 1940 to 1960, meaning he led Ames outreach when the audience that most concerned Ames was engineers in the aircraft industry. I also relied upon a series of memoranda summarizing Ames contributions, written by Ames branch chiefs, compiled by Manley J. Hood in February 1960, at the request of John F. Victory, and filed with the history collection in the vault of the Ames main library. On deicing work see Glenn E. Bugos, "Lew Rodert, Epistemological Liaison and Thermal De-icing at Ames," in Pamela Mack, ed. *From Engineering Science to Big Science: The NACA and NASA Collier Trophy Research Project Winners* (NASA SP-4219, 1998) 29-58; on the blunt body concept see H. Julian Allen and A. J. Eggers, Jr., "A Study of the Motion and Aerodynamic Heating of Ballistic Missiles Entering the Earth's Atmosphere at High Supersonic Speed" (NACA TR 1381, 1958); on wind tunnels around the NACA see Donald D. Baals and William R. Corliss, *The Wind Tunnels of NASA* (NASA SP-440, 1981). On formation of the second laboratory within the NACA, see Alex Roland, *Model Research: The National Advisory Committee for Aeronautics, 1915-1958* (NASA SP-4103, 1985).

The chapter on Ames' transition into NASA relies again on Hartman's history, as well as on Elizabeth A. Muenger, *Searching the Horizon: A History of Ames Research Center, 1940-1976* (NASA SP-4304, 1985). In addition, in February 1976, Edith Watson Kuhr compiled a series of historical memoranda written by Ames branch chiefs, and kept in the Ames history collection. On the introduction of the life sciences see John Pitts, *The Human Factor: Biomedicine in the Manned Space Program to 1980* (NASA SP-4213, 1985). The best histories of the Pioneers are Richard O. Fimmel, James A. Van Allen, and Eric Burgess, *Pioneer: First to Jupiter, Saturn, and Beyond* (NASA SP-446, 1980); Richard O. Fimmel, William Swindell, and Eric Burgess, *Pioneer Odyssey* (NASA SP-349, 1977); William E. Burroughs, *Exploring Space: Voyages in the Solar System and Beyond* (Random House, 1990); and William R. Corliss, *The Interplanetary Pioneers* (NASA SP-278, 279 and 280, 1973).

The chapters on Ames since the 1970s are based largely upon materials found in the history collection at the Ames main library. *The Ames Astrogram* is the Ames employee newsletter and the best source on everything happening at Ames. The collected press releases

issued by the Ames external affairs office do a superb job of explaining media-intense activities like space probe encounters.

Since Ames researchers appreciate that they are making history, they have written a good many histories of their work. Most of these are for technical audiences and address specific projects. Ames' aircraft and rotorcraft projects are nicely summarized in Paul F. Borchers, James A. Franklin, and Jay W. Fletcher, *Flight Research at Ames: Fifty-Seven Years of Development and Validation of Aeronautical Technology* (NASA SP-1998-3300). On airborne astronomy see Wendy Whiting Dolci, "Milestones in Airborne Astronomy: From the 1920s to the Present," *AIAA Reprint 97-5609* (American Institute of Aeronautics and Astronautics, 1997); on computational fluid dynamics see Ames Research Center, *Numerical Aerodynamics Simulation* (NASA EP-262, 1989). The best history of Ames' contributions to VTOL aircraft is Martin D. Maisel, Demo J. Giulianetti, and Daniel C. Dugan, *The History of the Tilt Rotor Research Aircraft, from Concept to Flight* (NASA Monographs in Aerospace History, No. 17, 1999). See also David D. Few, *A Perspective on 15 Years of Proof-of-Concept Aircraft Development and Flight Research at Ames-Moffett by the Rotorcraft and Powered-Lift Flight Projects*

*Division, 1970-1985* (NASA Reference Publication 1187, 1987); G. Warren Hall, *Flight Research at NASA Ames Research Center: A Test Pilot's Perspective* (NASA TM-100025, 1987), and Hans Mark, "Straight Up Into the Blue," *Scientific American* 277 (October 1997) 78-83.

In addition, many boxes of primary materials are stored at the Pacific Sierra regional facilities of the National Archives and Records Administration in San Bruno, California. The records of Ames during the NACA years are well organized and indexed. The records from 1958 to 1976 have been transferred to the National Archives, though they are not well indexed. Virtually all records since 1976 remain with the Federal Records Center or on-site at the Center. The available indexes can be found at the website for the California Digital Library.

A more complete guide to all materials available for researching topics in Ames history can be found at the website for the NASA Ames history project at <http://history.arc.nasa.gov>. This includes a research bibliography, list of Ames award winners, guides to primary materials at the National Archives and in the Ames main library, guides to materials at NASA headquarters, and list of interviewees.

# ENDNOTES

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These endnotes provide citations only for direct quotations. For sources for further reading, see the bibliographic essay, or the Ames history web site at <http://history.arc.nasa.gov>.

## CHAPTER 1

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- <sup>10</sup>Letter of Henry H. "Hap" Arnold to William F. Durand, 26 May 1944 (Folder 1: Box 1: Record Group 255.E13: Archives II: National Archives and Records Administration).

# PHOTO INDEX

## **Front Matter**

vi: ACD97-0225  
vii: AC99-0126-1  
viii: AC98-0172

## **Introduction**

1: A-13425  
2: AAL-5528, AAL-1794, AAL-1800  
3: AAL-3703, AAL-3803

## **Chapter 1**

4: A-8051  
5: AAL-4960  
6: A91-0261-18  
7: AC71-2761  
8: A93-0073-3, William Moffett (courtesy  
Moffett Field Historical Society)  
9: 95-HC-379 (*Fluid Dynamics*, by Tina  
York), M-831  
10: A-14870, A93-0074-8  
11: A-35560, G-325-32-0-82  
12: G-616, G-492, M-253  
13: G-597, AAL-3782  
14: A93-0073-7, AAL-1166, AAL-5010A  
15: C47\_20298, A-9896  
16: A-12679, M-921  
17: AFST-37, AAL-1449  
18: A-13516, A-8087  
19: A-6538, AAL-2265, A-8644  
20: A-10060, A-22147  
21: A-9943

22: M-704-2, A-22882  
23: AAL-5985  
24: M-704-1  
25: A-8479  
26: A-22548  
27: A-9364, A-17857-14  
28: A-21303, AC-28536  
29: A-11807, A-8822  
30: A-22817  
31: A-23928, A-28249  
32: A-10071, A-13703, A-12995  
33: A-22437  
34: RT Jones, A-13146-8  
35: A-13011  
36: A-35036



37: A-22498  
38: A-18830, A-20416.1  
39: A-16545  
40: A-20393.1

- 41: A-24604, A-8ft-SSWT-355,  
A-8ft-SWTT-356
- 42: A-14376
- 43: A-14294, A-15481
- 44: A-15058.1
- 45: A-22970
- 46: A-15590, A-15768
- 47: A-17181-B
- 48: A-23703
- 49: EC68-1889
- Chapter 2**
- 50: A-22664
- 51: AC-42137
- 52: A-36042-2.1
- 53: 69-HC-895, AS11-40-5878
- 54: AC-29418-6, A-41727-6-4
- 55: A-31071
- 56: AC-42117-40, A-34009
- 57: A-24953, A-35501-17
- 58: A-23730, A-23753
- 59: A-29007
- 60: A-23438, A-28418
- 61: A-24013
- 62: AC78-1071
- 63: A-41445-1, A-37250
- 64: A-28917-2
- 65: A-36545
- 66: AC-31392, A-33038-22, A-26921-B
- 67: A-28256, A-28326-36
- 68: A-33996, A-37700
- 69: A-23856.1, A-29323
- 70: AC-28968, AC-31542
- 71: AC79-0198-15
- 72: A-36611, A-29724-2
- 73: A-36675-125, AC-40699
- 74: AC-30133, AC71-6490
- 75: 87-HC-151 (*Tracking*, by Hans Cremers)
- 76: AC-42375-3, AC77-0893-5
- 77: A-33753-2
- 78: AC88-0741 (*Evolution of Life*, by  
Robert Bausch)
- 79: 69-HC-1353, AS12-47-6921
- 80: A-31214
- 81: AR-1632B-452
- 82: A-35069
- 83: EC66-1567, A-23796
- 84: A-29258
- 85: AC-30351-2, AC99-0222-1
- 86: A-33228 (*Pioneer 6*, by T Howard),  
A-33198
- 87: Pioneer 10/11.2
- 88: AC72-2139, AC74-9032-236
- 89: A71-8747
- 90: AC72-1338, AC71-8744
- 91: 88-HC-37 (*Jupiter Flyby*, by Martin  
Berkon), A73-9044-2
- 92: AC73-9175, AC97-0036-3 (Art by  
Thomas Esposito), AC97-0036-1 (Art by  
Thomas Esposito)
- 93: AC83-0378-40, AC73-9034 (Art by  
Chris Chizanskos)



94: AC74-9009, AC74-9006 (Art by Rick Guidice), 80-HC-251  
 96: AC79-9180, A73-4898  
 97: Pioneer 10th Pin (Art by Cheryse Triano)

### Chapter 3

98: AC91-0667-2  
 99: AC92-0326-24

120: AC86-8010-6, AC95-0088-1  
 121: AC91-0121-22  
 122: A74-4515, AC93-0237-120, AC94-0480-29  
 123: AC86-8016-7, AC82-0875-155, AC82-0875-149  
 124: AC95-0203-51, AC95-0203-39  
 125: A70-2957, AC95-0203-17, 12-ft logo  
 126: AC79-0126-1, AC95-0272  
 127: A79-0054-4, AC93-0132, AC99-0101-3

100: AC99-0222-2  
 101: AC86-0410-3  
 102: AC75-0450, AC84-0099-21  
 103: A76-0667-11  
 104: AC74-2201, A75-0962-7  
 105: AC97-0211-3  
 106: AC70-1343, AC99-0222-3  
 107: AC96-0231-1  
 108: EC97-44165-35  
 109: AC84-0081, AC75-0261-1  
 110: AC90-0652-2  
 111: AC92-0437-3  
 112: AC96-0106-1  
 113: AC81-0580-6, AC91-0121-23  
 114: AC93-0150-114, AC93-0186-52  
 115: AC93-0186-103, AC84-0712-15  
 116: AC95-0154-119, AC95-0154-186  
 117: AC80-0512-3  
 118: AC94-0034-18, AC92-0323-144  
 119: AC88-0620-24, AC87-0031-1, AC89-0557-5

128: AC-31030, AC96-5007-12  
 129: A-25685-3, A-25685-14  
 130: AC80-0570-3, AC76-1060, AC75-1002, A-26796, A-27773  
 131: AC87-0594-15, AC-42628-1  
 132: AC90-0448-22, ACD97-0151-1 (*Tilt Rotor Research Aircraft*, by Attila Hejja)  
 133: AC85-0186-16, AC84-0473-100  
 134: AC78-0579-1  
 135: AC71-3921  
 136: AC80-0455-6, AC95-0403-1  
 137: AC89-0246-8  
 138: AC87-0091-5, AC80-0613-3  
 139: AC71-2429  
 140: AC80-0864-4, AC82-0253-14  
 141: AC82-0778-1, AC92-0323-128  
 142: AC95-0275, AC93-0593-3  
 143: AC85-0569-8, AC79-0403-2  
 144: AC73-5172-6, ACD93-0456-10, AC96-0327-3  
 145: AC82-0121-5, AC95-0029-156

146: AC75-0205, 80-HC-625 (*Tile Team*,  
by Morton Kunstler)

147: AC75-1161-4, AC73-2590

148: AC91-0397-1

149: 89-HC-628 (*Belly of the Bird*, by  
Deborah Deschner), AC92-0127

150: Shuttle, AC71-4076, Gap Fillers,  
FRCI-12, AFRSI

151: A-31494, AC76-0564

152: AC77-0475-10.1 (Art by Don Davis),  
A90-3006, AC91-3008

153: AC76-1011-2-33, A-34401

154: 89-HC-271 (*Viking 2 Passes Over Mars*,  
by Lonny Schiff)

155: AC78-9245 (*Pioneer Venus Multiprobe*,  
by Paul Hudson)

156: AC78-9247 (*Pioneer Galileo Separation*,  
by Paul Hudson)

157: AC85-0354-6, AC83-0831-2

158: AC81-0483-1, 92-HC-139 (*Galileo Test*,  
by Henk Pander)

159: AC82-0516-19

159: AC88-0552-8

160: AC77-0068-27, AC-42233-6

161: AC95-0294-3

162: AC89-0114-580, A-70-5719-2-8

163: AC87-0912-6, AC72-2246

164: AC90-0361-8, AC80-0006-2.1

165: AC80-0767.2, Leonid Expedition

166: AC83-0768-10, AC72-5317

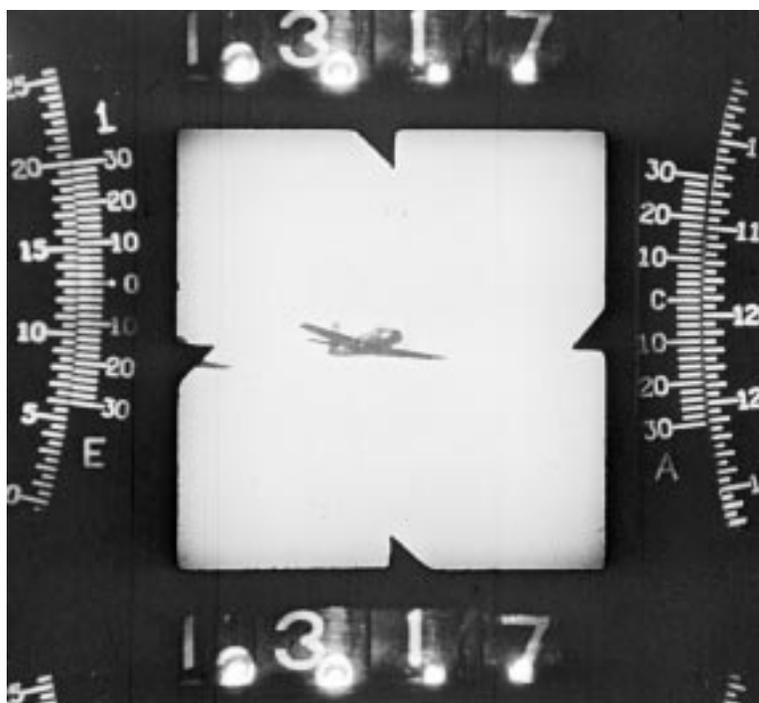
167: AC83-0768-2.1, AC83-0768-2.1

168: AC88-0473, AC94-0048-4

169: ACD96-0069-14, AC88-0327-3

170: AC81-7046, AC91-0099-1, AC91-0257

(Art by Don Davis)



171: AC79-7061, 96-HC-427 (*Eyes on the  
Environment*, by Bryn Narnard),  
ACD95-0024.1

172: AC84-0378-2, AC86-0345-9,  
AC88-0477-3

173: A76-1366-1, A94-0009-1

174: AC85-0145-12, AC87-0395-4

175: AC85-0742-30, AC80-0382-15

176: AC77-1181-9, A-41652

177: AC92-0552-282, AC92-0401-2

178: A93-0511-7, AC93-0230-25

- 179: G92-47-231-30, AC97-0106-1  
 180: AC98-0244-590, AC96-0254-1  
 181: AC72-4372.1, A-24321  
 182: A-28284, AC88-0327-2  
 183: AC81-0712  
 184: NAS Time Line (Art by James Donald)  
 185: AC84-0373-15  
 186: AC87-0093-3  
 187: AC93-0146-3, AC88-0514-40  
 188: F-18, AC86-0541-17, AC89-0187-2  
 189: AC91-0365-14  
 190: AC91-0016-8  
 191: AC95-0396-2  
 192: AC88-0149-2.1  
 193: AC95-0395-1  
 194: AC95-0400-1  
 195: AC95-0401-1  
 196: AC86-0583-10, AC86-0583-12  
 197: Nanocarbon, Nanogear, AC86-0583-3,  
 AC95-0393-1  
 198: AC93-0559-1, AC92-0007-5  
 199: AC95-0423-6  
 200: AC92-0352-2, AC95-0054-7  
 201: AC93-0051-3, AC87-0662-38,  
 AC94-0261-7  
 202: AC94-0261-8, AC89-0437-20,  
 ACD96-0205-1  
 203: 93-HC-7 (*Virtual Reality*, by Andreas  
 Nottebohn)  
 204: AC86-0189-73  
 205: AC99-0222-4  
 206: A89-0786-1  
 207: AC99-0222-5  
 208: AC97-0219, A89-0787-13
- Chapter 4**
- 210: Human Centered Computing  
 (Copyright PhotoDisc)  
 211: Archaea  
 212: AC94-0125-2, AC97-0316-22  
 214: AC95-0280-6  
 215: AC93-0121-1, AC91-0121-1,  
 AC91-0121-15  
 216: 81-HC-16, AC92-0408-8  
 217: A91-0102-21, AC96-0204-1  
 218: AC94-0183-15  
 219: AC99-0222-6  
 220: AC93-0627  
 221: AC96-0386-22, AC76-1091-10  
 222: AC94-0281-1, AC98-0160-1,  
 AC94-0273-41  
 223: ACD97-0042-15, AC94-0206  
 224: ACD99-0137-3, AC99-0130-17  
 227: AC95-0220  
 228: AC99-0141  
 229: AC96-0392-8, ACD99-0180-2  
 230: ACD97-0063-2, ACD98-0200-2  
 231: AC96-0400-3, AC97-0249-7,  
 NREN Patch (Art by Thomas Esposito)  
 232: ACD97-0367.1, AC93-0610  
 233: AC95-0054-112, AC97-0289-1  
 234: ACD98-0078-4

235: AC94-0195  
236: AC96-0058-1, AC91-0005-18  
237: AC96-0347-2, AC99-0095-1.1  
238: AC97-0295-12  
239: AC97-0295-1, AC97-0295-13  
240: Astrobiology Art (Art by Cheryse  
Triano), AC96-0345-9, AC86-0614-28,  
ACD97-0336, AC96-0345-3  
241: ACD96-0290-2  
242: AC96-0110-1, AC94-0398-1  
243: ACD99-0103-3, AC92-0401-3  
244: AC99-0142-1, AC97-0195-22  
245: AC99-0177-8, AC96-0252-16  
247: AC96-0196-13  
248: AC97-0388-1.2, ACD97-0047-2.1  
249: ACD98-0027-3, ACD97-0047-6  
250: ACD97-0047-4  
251: AC96-0151, EC97-44294-2  
252: AC94-0199-18  
253: ACD98-0042-1  
254: AC93-0284-7  
255: AC99-0174  
256: CASC  
257: ACD98-0165-1  
258: AC97-0316-247, AC97-0316-215

### ***Appendix***

260: AC99-0222-8  
266: AAL-6013  
267: EL-1996-00158

# INDEX

- A-26B, 4, 19
- Abbott, Ira, 55, 80
- Ackerman, Thomas, 155, 169
- AD-1 oblique wing, 108, 109, 113
- Advanced X-ray Astrophysics Facility, 212
- Aerojet-General, 87
- Aerospace operations systems, 236-240
- AETB (alumina enhanced thermal barrier) material, 149
- AFRSI (advanced, flexible, reusable surface insulation), 148, 150
- AH-1G, 141, 142, 246
- Aiken, Edwin, 143, 246
- Airborne science, 158-163
- Airbus A300, 112
- Air Force Manned Orbiting Laboratory, 183
- Air Force Satellite Control Facility (Onizuka Air Force Station), 219
- Air traffic control, 236-240
- Alger, George, 159
- Allamandola, Louis, 171
- Allen, H. Julian, 2, 13, 22, 24, 28, 28-32, 30, 32, 46, 48, 50, 51, 52, 57, 60, 66, 80, 85, 86, 102, 103, 105
  - as Ames director, 84-97
  - and blunt-body concept, 30, 59, 60-62
- Ames, Joseph Sweetman, vii, 11, 255, 260, 260-267, 267
  - Ames Aeronautical Laboratory named for, 261
  - and Johns Hopkins University, 262-264
  - as NACA founding member, 264-267
  - and National Research Council, 264
- Ames Aeronautical Laboratory, 1, 5
  - founding of, 5-12
  - and hypersonic studies, 46-48
  - site selection criteria for, 7-8
  - and supersonics, 32-40
  - and transonic studies, 44-46
  - and Unitary plan wind tunnel facility, 40-44
- Ames Aerospace Encounter, 105, 107, 220
- Ames Basic Research Council, 99
- Ames Research Center
  - and aerodynamics studies, 68-74
  - Aerospace Encounter, 105, 107, 220
  - aerospace operations systems, 236-240
  - airborne science studies, 158-163
  - in aircraft safety research, 116-120
  - aircraft transfers from, 55-56, 226
  - in air traffic control research, 236-240
  - in arc jet development, 62, 64-65, 65
  - in astrophysics, 240-243
  - astrochemistry research at, 168-169
  - in astronaut suit design, 73-74
  - and atmospheric reentry studies, 59-68
  - and boundary layer control, 37
  - CFD at, 191-196
  - in computational chemistry, 196-198
  - computer applications, 181-204
  - consolidation of Dryden Flight Research Center, 107-108
  - Cosmos/Bion missions, 174-178
  - Crew Vehicle Systems Research Facility, 106
  - deicing research at, 14-16
  - Equal Opportunity Trophy awarded to, 218
  - exobiology research at, 167-168
  - “faster, better, cheaper” projects, 246-254
  - flight research at, 109-128

- fly-by-wire research at, 110-112
- and Galileo Jupiter probe, 156-158
- in heat-protective materials development, 146-150
- and hypersonic aerodynamics, 60-62
- hypervelocity free-flight facility, 62-64
- information technology at, 228, 229-235
- infrared astronomy at, 163-167
- intelligent systems research, 198-204
- jet aircraft research, 34-40
  - as lead Center in astrobiology, 242
  - as lead Center in Earth observation aircraft, 160-161
  - as lead Center in gravitational biology and ecology, 243
- life sciences at, 57-58, 74-80
- in lifting body design, 81-82
- and lunar sample analyses, 78-80
- Multi-Cultural Leadership Council, 217-218
- NASA security check at, 213-214
- in parallel supercomputing, 185-187
- from past to future, 254-259
- and Pioneer program, 87-97
- and Pioneer Venus program, 153-156
- planetary science at, 150-172
- relations with NASA Headquarters, 51-59, 213-216
- in rotary-wing aircraft development, 141-145
- SETI program, 172-174
- and simulator development, 70-72
- and space program management, 80-83
- and space shuttle development, 145-150
- and supersonic research, 32-40
- in supersonic wing design, 34-38
- telepresence development, 200-204
- TQM at, 216-217
- and university collaborations, 103-104
- in VTOL aircraft design and development, 128-136
- wind tunnel upgrades, 120-128
  - in X-36 development, 250-252
  - ZBR, 224-228
- Ames Strategy and Tactics Committee, 99
- AME-2, 229
- Anderson, Dale, 234
- Anderson, Seth, 31, 37
- Andrews, Richard, 234
- Apollo program, 55, 66, 69
  - navigation, 72, 72-73
  - magnetometers, 79-80
  - space capsule, 66, 76
- Arc jet heaters, 62, 64-65, 65, 147
- Argonne National Laboratory, 197
- Arizona, University of, 165
- Armstrong, Sam, 229
- Army Aeroflightdynamics Directorate, 141, 246
- Army Air Corps, 6, 9
- Army Aviation Research and Development Laboratory, 132
- Arnold, Henry H., 9, 10, 11, 12, 267
- Arnold, James, 187, 196-197
- Arnold Engineering Development Center, 115
- ARPA (Advanced Research Projects Agency), 104, 189
- Artificial intelligence. *See* Intelligent systems
- Asteroid belt, 94-95
- Astrobiology, Ames as lead Center in, 1, 220, 240-243
- Astrochemistry, 168-169
- Astronaut suits, 73-74
- Astronomical Society of the Pacific, 254
- Atkinson, David, 157
- Atlas Centaur, 94
- Atomic Energy Commission, 53
- Automation Sciences Research Facility (ASRF), 204
- AutoNav, 234
- AV-8B, 131, 131
- Aviation Safety Reporting System (ASRS), 117-118

- Aviation System Capacity Program, Ames as lead  
Center in, 236
- B-2, 114  
B-17, 15  
B-24, 15  
B-32, 18  
B-58, 37  
B-70, 69, 105  
Bader, Michael, 164  
Bailey, F. Ron, 189, 205  
Bailey, Rodney, 251  
Ballhaus, William F., Jr., 114, 196, 205, 227  
as Ames Director, 204-207  
Barrilleaux, James, 163  
Base Realignment and Closure Commission (BRAC),  
214  
Bauschlicher, Charles, 197  
Bay Area Economic Forum, 227  
Beech Aircraft, 194  
Bell Aircraft Corporation, 129, 133, 135  
Belsley, Steve, 30  
Benn, Ross, 24  
Berry, William E., 180, 227, 229, 255, 255, 256, 257  
Betts, Edward, 24  
Billingham, John, 57, 172, 173, 173  
Billings, Charles, 117  
Binder, Allen, 248  
Bingham, Nancy, 126, 225, 227, 257  
Bioletti, Carlton, 24, 25, 33, 81  
Biology, gravitational. *See* Gravitational biology  
Biosatellite program, 81  
Bisplinghoff, Ray, 84  
Black, David, 168  
Blake, David, 167  
Blocker, Alan, 24  
Blumberg, Baruch S., 243, 243  
Blunt-body reentry design, 30, 58, 59-62  
Blunt trailing edges, 37-38  
Boeing Aircraft, 112, 133, 138, 139, 194  
Boeing 707, 36  
Boeing 747, 252, 253  
Boese, Robert, 154, 157  
Boundary-layer control, 37  
Bousman, William, 144  
Boyd, John W., 36, 37, 85, 107, 229, 257  
Braig, Eugene, 24  
Braig, Raymond, 24  
Braxton, Lewis S.G., III, 257  
Bregman, Jesse, 166  
Brennwald, Louis, 107  
Briggs, Geoffrey, 233  
Bright, Loren, 69, 85, 184-185  
Brooks, Elmer T., 217, 218  
Browning, Rowland, 24  
Bryson, Steve, 202  
BTD-1, 19  
Buck, Andre, 24  
Bulifant, George, 24  
Bull, Jeff, 149-150  
Bunch, Theodore, 167  
Burchard, Karl, 24  
Burgess, Virginia, 24  
Burroughs Corporation, 184, 186  
Burrous, Clifford, 86  
Bush, George, 208, 212  
Butow, Steve, 165  
C-8 turboprop, 138  
C-130, 150, 159, 159, 223, 226  
C-141, 164, 165, 226. *See also* KAO  
Cabrol, Natalie, 208

- California Air and Space Center, 258  
California Air National Guard, 222  
California Institute of Technology, 10, 37  
Campbell, Thomas, 206  
Canning, Thomas, 63, 63-64  
Cassini missions, 170  
CDC (Control Data Corporation), 186, 187  
Center for Bioinformatics, 231-232  
Center for Mars Exploration (CMEX), 233-234  
Center of Excellence, 220, 225  
Center for Star Formation Studies, 168  
Center for Turbulence Research, 192  
Center TRACON Automatic System. *See* CTAS  
Central Computer Facility, 183  
Centrifuge, 127  
CFD (computational fluid dynamics), 191-196  
    in F-111 design, 193  
    in HiMAT design, 114  
    in space shuttle design, 193  
Chambers, Alan, 102  
Chambers, Lawrence, 177  
Chang, Sherwood, 167  
Chapman, Dean, 30, 37-38, 65, 66-68, 67, 102, 147,  
    184-185, 197  
    and atmospheric reentry studies, 60, 62  
Charters, Alex, 48  
Chartz (Smith), Marcie, 181, 182, 182  
Cheng, Rei, 231, 232  
CH-46, 135  
CH-47, 141, 142-143, 143  
Chin, Benny, 157  
Civil Aeronautics Authority (CAA), 12  
Clark, James, 201  
Clarke, Frank, 24  
Clark-Y airfoil, 36  
Clearwater, Yvonne, 203  
Clementine spacecraft, 247  
Cleveland Clinic Foundation, 232  
Clinton, William J., 214  
Clousing, Lawrence, 19, 20, 27, 30  
CMEX (Center for Mars Exploration), 233-234  
Cockpit resource management, 118-119, 236-238  
Cochran, John, 139  
CoE-IT (Center of Excellence for Information  
    Technology), 228, 229-235  
Coleman, Jana M., 216, 220, 257  
Colin, Larry, 157  
Collier Trophy, 1, 15, 265  
Colombano, Silvano, 199  
Compton, Dale L., 206, 207, 207-209, 213, 214, 215,  
    216, 217, 218-219, 227  
Compton Gamma Ray Observatory, 212  
Computational chemistry, 189, 196-198  
Computational fluid dynamics. *See* CFD  
Computer, 5  
    Alliant FX/8, 187  
    CDC Cyber 205, 187  
    CDC 7600, 186  
    Connection Machine, 187  
    Convex C-1, 187  
    Cray 1S, 187  
    Cray-2, 188  
    Cray X-MP/22, 187  
    Cray X-MP/48, 187  
    Cray Y-MP, 188  
    Cray Y-MP C90, 188  
    Electrodata Datatron 205, 182  
    Honeywell 800, 183  
    IBM 360/50, 183  
    IBM 1800, 183  
    IBM 7040, 183  
    IBM 7094, 183

- Illiac IV, 104, 181, 182, 184-186, 192  
 Intel Hypercube, 187  
 Computer applications, 181-204  
 Computer History Museum, 258  
 Concorde, 69  
 Condon, Estelle, 163  
 Conical camber, 33, 36, 37, 37  
 Connolly, Jack, 179  
 Consolidated Supercomputing Management Office  
 (CoSMO), 230  
 Convair 990, 159, 164. *See also* Galileo II  
 Cook, Arthur, 7, 11  
 Cook, Woodrow, 37  
 Cooper, Chris, 227  
 Cooper, David, 198, 228  
 Cooper, George, 20, 26, 31, 37  
 Cooper-Harper Handling Qualities Rating Scale, 20  
 Cordova, France, 241  
 Corliss, Lloyd, 142  
 Cornell Aeronautical Laboratory, 20  
 Cosmos/Bion missions, 174-178, 244  
     cancellation of, 178  
 Cowings, Patricia, 175  
 Crane, Robert, 80  
 Cray, Seymour, 188  
 Creer, Brent, 72  
 Crew Vehicle Systems Research Facility. *See* CVSRF  
 Crows Landing (Naval Auxiliary Landing Field), 221-222  
 Cruikshank, Dale, 170  
 CTAS (Center TRACON Automatic System), 237-238  
 Culbertson, Phil, 202  
 Cultural Climate and Practices Plan, 220  
 Cuzzi, Jeffrey, 170  
 CVSRF (Crew Vehicle Systems Research Facility), 106,  
     119, 236-237  
 Cyclops project, 172  
 Dalton, Bonnie, 151, 179  
 DARPA (Defense Advanced Research Projects  
     Agency), 140, 184, 189  
 Daugherty, Thomas, 248  
 Davies, M. Helen, 24, 30  
 DC-8, 113, 226  
 Dean, William, 219, 223  
 DECnet, 190-191  
 DEEC (digital electronic engine control), 111  
 Deep Space Network, 173  
 Deep Space 1 spacecraft, 234  
 Defense Advanced Research Projects Agency. *See*  
     DARPA  
 DeFrance, Smith J., 5-6, 10, 11, 11, 13, 14, 17, 22, 24,  
     30, 32, 48, 49, 51, 52, 56, 58, 77, 80, 81,  
     82, 86, 182, 182, 206, 255  
     as Ames director, 23-25  
 Deicing research, 14, 14-16  
 Delaney, John, Jr., 24  
 Delaney, Noel, 24  
 Denning, Peter, 187  
 Dennis, David, 45  
 Department of Defense, 136, 247  
 Department of Transportation, 117  
 Des Marais, David, 167  
 Deutsche Akademie der Luftfahrtforschung, 266  
 DeVincenzi, Donald, 168  
 DeYoung, John, 37  
 DFBW (digital fly-by-wire) research, 110-112  
 Diaz, Al, 241  
 Digital Equipment Corporation (DEC), 190  
 Digital fly-by-wire technology. *See* DFBW  
 Dimeff, John, 48, 76, 150  
 Dive flaps, 17-18  
 Drake, Frank, 173  
 Drinkwater, Fred, 57, 130

- Dryden, Hugh, 42, 51, 55, 263  
Dryden Flight Research Center, 82, 105, 107-108,  
108, 114, 115, 145, 225, 226  
in fly-by-wire development, 110-112  
Duct rumble, 18  
Dugan, Daniel, 142  
Duller, Charles, 160  
Dunlap, Herbert, 24  
Durand, William F., 13, 25, 266, 267, 267  
Dusterberry, John, 13, 71, 102  
Dyal, Palmer, 79  
Dynamic stability testing, 38-39
- Earth Observation System satellite (EOS), 160  
Earth Resources Technology Satellite (ERTS), 160  
Edwards Air Force Base, 55, 107  
Eggers, Alfred, 30, 45, 60, 80-81, 83, 84, 105  
80 by 120 foot wind tunnel, 114, 115, 121-128  
Eisenhower, Dwight D., 49, 51, 54  
Ellis, Stanley, 175  
Ellis, Stephen, 202  
Equal Opportunity Trophy, 218  
Erhart, Ronald, 134  
Erickson, Albert, 17  
Erickson, Edwin, 252  
ER-2, 112, 160, 161-162, 162, 163, 226  
Erzberger, Heinz, 236, 237  
Eshoo, Anna, 226-227  
Eshow, Michelle, 143  
Espinosa, Paul, 132  
European Space Agency, 244  
Evans, Bradford, 56  
Exobiology, 77-80, 167-168
- F-8, 110, 112  
F-15, 111, 112, 116  
F-16, 111  
F-86, 21, 37, 55  
F-100, 21, 26  
F-101, 39  
F-102, 37  
F-104, 21, 57, 83  
F-111, 113  
F/A-18, 116  
FAA (Federal Aviation Administration), 104, 111, 120,  
136, 138, 173, 236-240  
Fakespace Corporation, 232  
Falarski, Michael, 221  
Falsetti, Christine, 231, 231  
Farmer, Jack, 167  
“Faster, better, cheaper,” 1, 153, 212, 230, 246-254  
Feldman, William, 248  
Fettman, Martin, 180  
Few, David 133  
F4D-1, 28  
Fibrous refractory composite insulation (FRCI-12), 149  
Fisher, Scott, 201  
Flap, rotating cylinder, 137  
Flap-suction study, 37  
Flightpath management, 111-112  
Flight research at Ames, 20-21, 26-28, 68-70, 109-128  
instrumentation, 114-116  
vehicle, remotely augmented, 114-115  
Flight Simulator for Advanced Aircraft (FSAA), 76,  
116-117, 246  
FLITE (Flying Laboratory for Integrated Test and  
Evaluation), 116-117, 246  
Ford, Kenneth, 230, 257  
40 by 80 foot wind tunnel, 17, 18, 23, 37, 118  
upgrading of, 121-122  
in VTOL testing, 130  
Foster, John D., 142

Foster, John V., 83, 88  
 Foster, Mayo, 24  
 FRCI-12 (fibrous refractory composite insulation), 149  
 Freeman, Arthur, 24  
 Frick, Charles, 24, 33, 39  
 Friedland, Peter, 199  
 F6F-3, 20, 21  
 Future Flight Central facility (FFC), 237, 239  
  
 GALCIT (Guggenheim Aeronautical Laboratory of the California Institute of Technology), 8-10  
 Galileo I, 160, 165  
 Galileo II airborne laboratory, 159-160, 164, 165  
 Galileo Jupiter probe, 156-158, 241  
 GASP (General Aviation Synthesis Program), 194  
 Gault, Donald, 68, 150  
 Gawdiak, Yuri, 229  
 General Aviation Synthesis Program (GASP), 194  
 Gerbo, Carl, 24  
 Gerdes, Ronald, 142  
 German aeronautical research, 6-7, 254, 266  
 Givens, John, 157, 245  
 Glazer, Jack, 103-104  
 Glennan, T. Keith, 51, 53  
 Glenn Research Center. *See* Lewis Research Center  
 GLOBE (global backscatter experiment), 162  
 Goddard Space Flight Center, 26, 53, 105, 107, 154, 160, 226, 247  
 Goett, Harry, J., 19, 22, 24, 26-28, 27, 30, 70, 80  
     as director of Goddard Space Flight Center, 53  
 Goldin, Daniel, 212, 221, 226, 229, 241-242, 243, 243, 253, 259  
     as NASA administrator, 212-219  
 Goldstein, Howard, 147, 149, 178  
 Goody, Richard, 153  
 Goodwin, Glen, 65, 65  
  
 Gordon, Helen, 45  
 Gore, Albert, Jr., 214  
 Graeber, Curtis, 236  
 GRAPES project, 162  
 Gravitational biology, 178-181, 243-246  
 Greene, Mark, 24  
 Griffin, John, 231  
 Grindeland, Richard, 175  
 Guastaferrero, Gus, 108, 157, 248  
 Guerrero, Michael, 230  
  
 Haberle, Robert, 169  
 Hall, Charles F., 33, 33, 36, 37, 81, 83, 87, 91  
     in Pioneer programs, 88-93, 154  
 Hall, Warren, 140  
 Halley's comet, 155-156  
 Handling qualities research, 20-21, 131  
 Hansen, Robert J., 229, 230, 257  
 Hardy, Gordon, 227  
 Harke, Stanton, 239  
 Harper, Charles W., 37, 53, 132, 193  
 Harper, Lynn, 180, 258  
 Harper, Robert, 20  
 Harper, William, 30  
 Harrier (AV-8B), 131, 131  
 Hart, James, 190  
 Hartsfield Atlanta International Airport, 238  
 Hartman, Edwin, 25  
 Harvey, Charles, 24  
 Haymaker, Webb E., 57  
 Heaslet, Max, 30, 35, 45, 46  
 Heinle, Donovan, 28  
 Heitmeyer, John, 36  
 Hertzog, Alvin, 24  
 Hewlett-Packard Company, 172, 248  
 HIDECC (highly integrated digital electronic control), 111

- High-lift devices, 37  
High-Resolution Microwave Survey (HRMS), 174  
HiMAT (highly maneuverable aircraft technology test bed), 108, 114  
Hine, Butler, 234  
Hines, John, 180, 181  
Hinkley, Robert H., 12  
Hinshaw, Carl, 10  
Hirschbaum, Howard, 24  
HL-10 lifting body, 82  
Hogan, Robert, 206  
Hollenbach, David, 171  
Holloway III, James L., 135  
Holton, Emily, 175  
Holtzclaw, Ralph, 88  
Hood, Donald, 24  
Hood, Manley, 24, 30  
Hoover, Herbert, 265  
Horne, Clinton, 122  
Houston, John, 24  
Howe, John, 61  
Hubbard, G. Scott, 227, 233, 241, 242, 248, 248, 249  
Hughes, Robert, 24  
Hughes Aircraft, 157  
Human factors research, 75-76, 117, 203  
Human Performance Research Laboratory (HPRL), 203  
Hunsaker, Jerome, 10, 41  
Hunten, Donald, 154  
Hunter, Lisa, 222  
Huntress, Wesley, 241  
Huntsberger, Ralph, 42  
Hypergravity test facility, 74, 127  
Hypersonics, 46-48, 60-62, 105, 149  
Hypervelocity Free-Flight Facility (HFF), 62-64, 63, 152  
IBM computers, 183  
Illiac IV supercomputer, 104, 181, 182, 184-186  
    in sonic boom studies, 192  
Illinois, University of, 184  
Independent Verification and Validation Facility, 235  
Information Technology, Center of Excellence for,  
    (CoE-IT), 228, 229-235  
Infrared astronomy, 163-167, 207  
Inlets, submerged, 39, 39-40  
Internet, 230-232  
Ikeya-Seki comet, 164  
Ilyin, Eugene A., 177  
Innis, Robert, 139  
Institute of Advanced Computing, 195-196  
Institute for Biomedical Problems, Moscow 175  
Institute for Space Research, 241  
Intelligent systems, 1, 198-204  
International Astronomical Union, 168  
International Geophysical Year, 53  
IRAS (Infrared Astronomy Satellite), 166-167, 207  
ISO 9001 certification, 255-256  
  
Jacklin, Stephen, 246  
Jaffe, Richard, 197  
Jahnke, Linda, 167  
James, Donald, 258  
JASON project, 220  
Jedlicka, James, 157  
Jemison, Mae, 180  
Jet Propulsion Laboratory. *See* JPL  
Johns Hopkins University, 261, 262-264  
Johns Manville, 148  
Johnson, Kelly, 17  
Johnson, Lyndon B., 67, 206  
Johnson Space Center, 75, 147, 225, 226

- Jones, Alun, 30, 33  
 Jones, Lloyd, 102  
 Jones, Robert T., 33-34, 34, 35-36, 45, 102, 102, 103, 109  
   and oblique wing, 112-123  
 JPL (Jet Propulsion Laboratory), 93, 97, 158, 166, 173  
   174, 209, 226, 249, 253  
   and MESUR mission, 233  
 JUH-60A, 143-144  
 Jupiter probe. *See* Galileo Jupiter probe
- Kalman filter, 72-73, 142  
 Karman, Theodore Von, 9  
 Kasting, James, 155, 169  
 Katzen, Elliot, 36  
 Kaufmann, William, 20, 21  
 Keller, Richard, 240  
 Kelley, P. X., 135  
 Kelly, James, 24  
 Kelly, Mark, 121  
 Kennedy, John F., 54, 55  
 Kerwin, William, 48  
 Keyser-Threde GmbH, 254  
 Kidwell, George, 227  
 Kiris, Cetin, 195  
 Kittel, Peter, 252  
 Klein, Harold P., 77, 151, 153  
 Klineberg, John, 105  
 Kliss, Mark, 181  
 Knutson, Martin, 160, 226, 227  
 Kolodziej, Paul, 149-150  
 Konoplic, Alex, 249  
 Koop, Mike, 165  
 Kourtides, Demetrius, 120  
 Kufeld, Robert, 144  
 Kuiper Airborne Observatory (KAO), 165-166, 253
- Kuiper, Gerald P., 165  
 Kutler, Paul, 196, 205  
 Kwak, Dochan, 195
- Landsat, 162  
 Langhoff, Stephanie, 197  
 Langley Aeronautical Laboratory, 5-6, 7, 17, 42, 44, 265  
 Langley Research Center, 17, 55, 105, 140, 226  
 Larson, Howard, 146, 147  
 Laser speckle velocimetry, 120  
 Lasinski, Thomas, 190  
 Lead Center for Astrobiology, 242  
 Lead Center for Gravitational Biology and Ecology, 243  
 Learjet, 111, 159, 165, 226  
 Lear Siegler Corporation, 111  
 Lebacqz, Victor, 142  
 Lehmann, John, 135  
 Leiser, Daniel, 149, 178  
 Leon, Henry, 175  
 Leon, Mark, 234  
 Lepetich, Joseph, 88  
 Levit, Creon, 190  
 Lewis, George W., 265, 267  
 Lewis Research Center, 42, 55, 105  
 Lichten, Robert, 129  
 Liewar, Walter, 28  
 Life sciences research, 57-58, 74-80  
 Lifting bodies, 59, 81-82, 83, 84  
 Line-oriented flight training (LOFT), 118  
 Lindbergh, Charles, 10, 12  
 Lissauer, Jack, 170  
 Lockheed Missiles and Space Company, 49, 161, 248, 249  
 Lockheed 12A, 14  
 Lomax, Harvard, 35, 45, 181, 182, 183, 191  
 Los Alamos National Laboratory, 248

- Lovelace, A. M., 107  
LRSI (low-temperature reusable surface insulation), 148  
Lunar and Planetary Laboratory, University of Arizona, 165  
Lunar Prospector mission, 220, 247-250  
Lunar Research Institute, 248  
Lum, Henry, 197, 198, 204, 228
- McAvoy, William, 19, 30  
MacCormack, Robert, 191  
MacCreight, Craig, 252  
McDonald, Henry, vii, 228, 235, 243, 254, 256, 257, 259  
    as Ames director, 228-229  
McDonnell Douglas, 111, 129, 194, 250  
MacElroy, Robert, 181  
McGreevy, Michael, 200  
McKay, Christopher, 167, 223, 234  
McNair Intermediate School, 217  
Macomber, Thomas, 24  
Magellen Venus, 209  
Magnetometers, 79, 79-80, 91  
Mah, Robert, 176, 230  
Mandel, Adrian, 175  
Man Technology, 254  
Mark, Hans, 2, 86, 93, 100, 102, 103, 104, 106, 133, 135, 160, 168, 172, 184, 189, 196, 197, 225  
    as Ames director, 99, 100-104  
    in Pioneer program, 88  
Marlaire, Michael, 218, 227, 256  
Marshall Space Flight Center, 226  
Mars Environmental Survey (MESUR), 233  
Mars Pathfinder, 233  
Martin, James, 139  
Massa, Manfred, 24  
Massachusetts Institute of Technology, 199
- MD-900 helicopter, 221  
Mead, Merrill, 54, 85  
Meeker, Gabriel, 242  
Merrill, Robert, 142  
Mersman, William, 181, 182  
Meyer, George, 142  
Meyers, Glenn, 232  
Microgravity, research into effects of, 178-181, 244-246  
Migotsky, Eugene, 36  
Millikan, Clark, 9  
Millikan, Robert, 9, 10  
Minden, Lysle, 24  
Mineta, Norman, 214, 225  
Miya, Eugene, 190  
Modern Rotor Aerodynamic Limits Survey (MRALS), 144  
Moffett, William A., 8, 267  
Moffett Field, 7, 8, 8, 56  
    reconfiguration of, 214-215, 220-222  
    as Moffett Federal Airfield, 222, 223  
Mohri, Momuro, 180  
Moralez, Ernst, 144  
Morrison, David, 173, 241, 253, 257  
Morse, David, 258  
Mort, Kenneth, 122  
Mossman, Emmet, 39, 40  
M2-F2 lifting body, 82, 83, 105  
Mulenburg, Gerald, 127  
Munechika, Ken K., 219, 219-224, 228  
Munk, Max, 35, 265  
Murphy, James, 252
- NACA (National Advisory Committee for Aeronautics), 1, 5  
    aeronautical research facilities survey committee, 12  
    Ames, Joseph S., as founding member of, 264-267

- Future Research Facilities Committee, 7  
 in GALCIT tunnel proposal, 10  
 in hypersonic research, 46-48, 49  
 in supersonic research, 32-40  
 in transonic research, 44-46  
 transition into NASA, 51-54  
 in Unitary Plan wind tunnel proposal, 40-42
- NAI (NASA Astrobiology Institute), 220, 242-243
- NAS (Numerical Aerospace Simulation facility), 106,  
 187-189, 205, 230, 232
- NASA (National Aeronautics and Space Administration)  
 Astrobiology Institute (NAI), 220, 242-243  
 Center for Bioinformatics, 231-232  
 Deep Space Network, 88, 94, 173  
 Discovery Program, 247  
 Exceptional Service Medal, 106  
 founding of, 51  
 Goldin, Daniel, as administrator of, 212-219  
 Independent Verification and Validation Facility, 235  
 Millennium program, 234  
 Mission Analysis Division, 105-106  
 Mission to Planet Earth, 162  
 Office of Advanced Research Programs, 55  
 Office of Advanced Research and Technology  
 (OART), 58, 84, 120-121  
 Office of Aeronautics and Space Technology  
 (OAST), 99, 205  
 Office of Space Science and Applications (OSSA), 83  
 and Pioneer program, 86-97  
 and proposed Moon mission, 54-55  
 relations with Ames Research Center, 51-59, 213-  
 216, 224-228  
 security review of Ames, 213-214  
 SETI program, 173-174  
 Western Aeronautical Test Range, 107  
 in X-36 tailless research aircraft development, 250-252
- Zero Base Review, 224-228
- National Academy of Sciences, 172-173
- National Advisory Committee for Aeronautics. *See*  
 NACA
- National Aerospace Plane, 193
- National Air and Space Museum, 97
- National Full-Scale Aerodynamics Complex. *See* NFAC
- National Hispanic University, 220
- National Performance Review, 224
- National Research and Education Network (NREN), 231
- National Research Council, 77, 169, 264
- National Security Agency, 173
- Navajo Nation, 232
- Naval Air Reserve at Moffett Federal Airfield, 222
- Naval Observatory, 262
- Naval Research Laboratory, 53
- NC-130, 31
- Neel, Carr, 150
- Nettle, Mildred, 24
- Neurolab mission, 244-245
- NFAC (National Full Scale Aerodynamics Complex),  
 114, 116, 121, 123, 124, 145
- Nickle, Ferril, 12, 13, 24
- Nielsen, Jack, 34, 103
- Nimbus meteorological satellite, 80
- Nissen, James, 19, 20
- Nixon, Richard M., 104
- Nottebohm, Andreas, 202
- NREN (National Research and Education Network), 231
- Numerical Aerospace Simulation facility. *See* NAS
- O-47A, 9
- Oblique wing, 102, 109, 112-113
- O'Brien, Bernard, 92
- O'Brient, Thomas, 24
- O'Hara, Dolores, 178, 178

- Oliver, Bernard, 172, 172, 173  
 1 by 3 foot supersonic wind tunnel, 32  
 Onizuka Air Force Station, 219, 222  
 Orbital Sciences, Inc., 194  
 Orbiting Astronomical Observatory (OAO), 80  
 Ortega, Toni, 222  
 Outdoor aerodynamic research facility (OARF), 116  
 OV-10, tunnel testing of, 137, 139  
 Oyama, Jiro, 76, 176,  
 Oyama, Vance, 57, 79, 153, 153, 154
- P-3 Orion, 165, 214, 221, 222, 223  
 P-38, 17-18  
 P-47, 18  
 P-51 Mustang, 18, 19, 33  
 P-61 Black Widow, 19, 43  
 P-80 Shooting Star, 29, 34  
 PAET (planetary atmosphere experiments test), 152  
 Pappas, Constantine, 61  
 Parker, John, 119, 120  
 Parsons, John F., 10, 12, 13, 22, 22, 24, 26, 30, 42,  
 49, 57, 75, 80, 82, 85  
 as Ames associate director, 25-26  
 Pennsylvania State University, 195  
 Peterson, Victor L. 69, 207, 218-219  
 Peterson, Walter, 24  
 Philip C. Crosby, Inc., 216  
 Philpott, Delbert, 175  
 Pioneer International Quiet Sun Year probe (PIQSY), 81  
 Pioneers  
 and Apollo mission, 87  
 Emmy award for, 95  
 6 and 9, 86-88  
 10 and 11, 88-97  
 Pioneer Venus, 153-156, 154  
 and Halley's comet, 155-156  
 multiprobe bus, 155
- Pipkin, Roselyn, 24  
 Pirtle, Melvin, 195  
 Planetary atmospheres, studies of, 151-152  
 Planetary exploration, telepresence in, 233  
 Planetary science, 150-172  
 Pollack, James, 155, 157, 169, 169, 170  
 Ponnampuruma, Cyril, 77, 77-78, 79  
 Poole, Manie, 24  
 Powered-Lift Flight Research Facility, 139. *See also*  
 QSRA.
- Presley, Leroy L., 194  
 Prizler, Paul, 24  
 Program management, 54, 80-83  
 Proxmire, William, 173  
 Pueschel, Rudolf, 162-163  
 Pulliam, Thomas, 192
- QSRA (Quiet Short-Haul Research Aircraft), 137-139, 138  
 Quaide, William, 68, 79
- Radioisotope thermoelectric generator (RTG), 91  
 Ragent, Boris, 154, 157  
 Rai, Man Mohan, 195  
 Randt, Clark, 57  
 RASCAL (Rotorcraft Aircrew Systems Concepts  
 Airborne Laboratory), 143-144, 246  
 Rasky, Daniel, 149-150  
 Rasmussen, Daryl, 232  
 Raymond, Arthur, 41  
 Raytheon E-Systems, 253  
 RCG (reaction-cured glass), 147-148  
 Reagan, Ronald, 107, 108, 175  
 Reentry aerodynamics, 66-68  
 Reentry heating, 60-62, 64-65  
 and ablative materials, 64

- arc jets in simulating, 64-65
- thermal protection, 146-150
- Reese, David, 151
- Reeves Electronic Analog Computer (REAC), 182
- Reinath, Mike, 119
- Remotely augmented flight-test vehicle, 114-115
- Research Institute for Advanced Computer Science (RIACS), 187
- Reynard, William, 117, 118
- Reynolds number, defined, 21
- Reynolds, Ray, 151, 168, 169, 170
- Riddle, Dennis, 139
- Roberts, Leonard, 103, 109
- Robinson, Russell, 11, 13, 25, 52, 80, 208
- Rodert, Lewis, 15, 24
  - Collier Trophy awarded to, 15
  - in deicing research, 14-16
- Rodrigues, Annette, 221
- Rogallo, Robert, 186
- Rogers, Stuart, 195
- Rogers Dry Lake, 19, 55, 107
- Roland, Alex, 265
- Rolls, Stewart, 28
- Roosevelt, Franklin D., 11, 261, 265
- Rosen, Robert, 216, 257
- Ross, Muriel, 231, 234
  - in bioinformatics, 231-232
  - in Neurolab mission, 245
- ROSS (Reconstruction of serial sections) software, 232
- Rossow, Vernon, 150
- Rotor, free-tip, 141-142
- Rotorcraft Aircrew Systems Concepts Airborne Laboratory. *See* RASCAL
- Rotor System Research Aircraft. *See* RSRA
- Rotary wing aircraft, 141-145, 246
- Rowland, Henry, 263
- RSRA (Rotor Systems Research Aircraft), 137, 140, 140-141
- Rubesin, Morris, 61
- Sabreliner, 114
- Sadoff, Melvin, 57
- Sagan, Carl, 93-94, 173, 173
- St. John, Marie, 24, 30
- St. John, Robert, 74
- Salama, Farid, 166
- Salinas Medical Center, 232
- Sanders, Douglas, 132
- Santa Clara University, 103
- Savage, Tad, 180
- Schiff, Lewis, 116
- Schmidt, Gregory, 179
- Schmidt, Stanley, 72-73
- Schnitker, Edward, 24
- Schroeder, Jeffery, 143
- Seiff, Alvin, 47, 63-64, 151, 152, 153, 154, 157
- Sensor 2000! program, 181
- Serrano, Rick, 255
- SETI (search for extraterrestrial intelligence), 172-174, 218
- SETI Institute, 173, 174, 254
- 7 by 10 foot wind tunnel, 18, 132
  - in engine inlet studies, 39-40
  - in stall studies, 37
- Sharp, Edward, 24
- Shiner, Robert, 237
- Shockey, Gerald, 142
- Short, Barbara, 47
- SH-3G, 110, 141
- Sikorsky, 129, 140
- Silicon Graphics, Inc., 190, 201, 232, 239, 243
- Silva, Richard, 86

- Sims, Mike, 202
- Simulator, 135
- Apollo navigation, 72
  - Boeing 747-400 cab, 236
  - five-degree-of-freedom, 69, 70, 71
  - FSAA, 76, 116-117
  - HICONTA, 51
  - six-degree-of-freedom, 71, 71
- Simulators
- early development of, 69, 70-72
  - in flight training, 118
- SIRTF (Space Infrared Telescope Facility), 209, 252
- 6 by 6 foot supersonic wind tunnel, 33, 39
  - 16 foot high-speed wind tunnel, 13, 16, 16-17, 34
- Skin friction measurements, 38
- Slotnick, Daniel, 184
- SLS-1. *See* Spacelab Life Sciences mission
- SMA (surface movement advisor), 238
- Smith, Donald, 38
- Smith, Gerald, 73
- Snowden, Cedi, 201
- SOFIA (Stratospheric Observatory for Infrared Astronomy), 252-254
- Somerich, E., 31
- Sommer, Simon, 47
- Sonett, Charles P., 57, 150
- Souza, Kenneth, 177, 179, 258
- Space Act agreements, 103-104
- Space Camp California, 220
- Space capsule, Gemini, 76
- Space Infrared Telescope Facility. *See* SIRTF
- Spacelab Life Sciences missions, 179, 180
- Space Shuttle, 57, 119, 145-150
- Challenger, 157
  - heat shields, 146-150
  - orbiters, 105, 145, 149
- Space Station Biological Research Facility (SSBRF), 243, 245-246
- Space Station, International, 208, 224, 241, 244, 245-246
- Mir program, 244
- Spacesuits, 73, 73-74, 258
- Space Technology Laboratories, 81
- Sperans, Joel, 157
- Sperry Rand, 133
- Spreiter, John, 35, 44, 45, 150
- SSBRF (Space Station Biological Research Facility), 243, 245-246
- Stack, John, 44
- Stadler, Jackson, 27
- Stanford University, 192, 207, 257
- in early Ames staffing, 13
  - Medical Center, 232
- Statler, Irving, 141
- Sterling Software, 201, 232, 253-254
- Stevens, Kenneth, 187
- Stevens, Victor, 145
- Stine, Howard, 157
- Stoker, Carol, 198, 234
- STOL (short takeoff and landing) aircraft, 136-137
- Stollar, Lee, 125
- STOVL (short takeoff and vertical landing) aircraft, 137
- Strategic Defense Initiative Office, 212
- Stratospheric Observatory for Infrared Astronomy, 252-254. *See also* SOFIA
- Sun Microsystems, 190, 191
- Sun, Sid, 177
- Supersonic free flight tunnel, 44, 45, 47
- Supersonic transport (SST), 68, 69, 105
- Supersonic wing design, 34-38
- Supersonic wind tunnels, 41-44
- Surface movement advisor (SMA), 238

SV-5D lifting body, 82  
 Swain, Robert, 124  
 Swept wing, 35  
 Syvertson, Clarence A., 4, 45, 84-85, **106**, 121, 204,  
     207, **208**  
     as Ames director, 105-109  
     and SETI program, 173  
 Szalai, Kenneth, 226

TAAT (tip aerodynamics and acoustics test), 142  
 Tarter, Jill, 172, 174  
 Tavasti (Lt. Col.), 31  
 TCP/IP data transfer protocol, 190-191  
 Teacher Resource Center, 220  
 Tektites, 66-68, 67  
 Teller, Edward, 184  
 Terminal radar approach control (TRACON), 237-238  
 Thermal protection materials for atmospheric reentry,  
     **61**, 146-150  
 3.5 foot hypersonic wind tunnel, **60**, 105, 145  
 Tielens, Xander, 171  
 Tiles, thermal protection, 147-148  
 Tilt rotor aircraft, 132-136  
     Model I-G, 128-129  
     V-22, 135-136  
     XV-15, **101**, 132-134  
 Tobak, Murray, 39  
 Tomko, David, 179  
 Toon, Brian, 163, 169  
 Toscano, William, 175  
 Toughened uni-piece fibrous insulation. *See* TUFU  
 Towers, John, 12  
 TQM (Total Quality Management), 216, 217, 255  
 TRACON (terminal radar approach control), **236**,  
     237-238  
 Tran, Huy, 150

Transcendental Company, 128  
 Transonics, 44-46  
     area rule, 36  
     drag rise, 33  
 Trippensee, Gary, 111  
 Truly, Richard H., 206, 208, 212, 215  
 Truman, Harry S., 15, 41  
 TRW Inc., 92, 212  
 TUFU (toughened uni-piece fibrous insulation), 149  
 Turner, William, 20  
 Tverskaya, Galina, 177  
 12 foot pressure wind tunnel, **20**, **21**, 21-22  
     upgrade of, **125**, 126  
 20-g centrifuge, 179

U-2 in basic research, 160  
 UH-1H, 141, 142, **143**  
 UH-60, 142, 144, 246  
 Unitary Plan wind tunnel facility, 26, **40**, 40-44, 127-  
     128, 145  
 United Airlines, 240, 254  
 Universities Space Research Association (USRA), 187,  
     253  
 University of California, 254  
     at Berkeley, 168  
     at Davis, 162  
     Radiation Laboratory, 76  
     at Santa Cruz, 168, 257  
 U. S. Air Force, 160  
 USRA (Universities Space Research Association), 187,  
     253  
 USS *Kitty Hawk*, QSRA testing aboard, 139  
 USS *Macon*, **6**  
 USS *Tripoli*, 135  
 U.S. War Department, 40

- Valero, Francisco, 162  
Van Dyke, Milton, 32, 35, 45  
Vanguard project, 53  
Variable-stability aircraft, development of, 21, 115  
VAX computer, 190  
VENERA spacecraft, 155  
Venus probe. *See* Pioneer Venus  
Vernikos, Joan, 175, 178, 178  
Victory, John, 11, 265, 267  
Videll, Lesslie, 24  
Vincenti, Walter, 13, 24, 44, 207  
Virtual visual environment display (VIVED), 200  
Visitor Center, 220  
VMS (vertical motion simulator) upgrade, 126, 127  
Vojvodich, Nicholas, 157  
Vostok spacecraft, 176  
Vought (LTV), 131  
VPL Research, 200  
V/STOL (vertical/short takeoff and landing)  
    aircraft, 130, 131-132  
V/STOLAND flight guidance system, 142  
VTOL (vertical takeoff and landing) aircraft, 122, 128  
    136  
    computer codes for, 195  
    V-22 tilt rotor, 135-137  
Vykukal, Hubert, 73, 73, 76, 201, 203  
  
Walker, Wilson, 24  
Wallops Flight Center, 107, 152  
Washington, University of, 120  
Watson, Edie, 104  
Webb, James E., 54  
Webbon, Bruce, 181  
Welch, Robert, 179  
Wenzel, Elizabeth, 202  
Wernicke, Ken, 133  
  
Western Aeronautical Test Range, 107  
Westover, Oscar, 6  
Wettergren, David, 208  
White, John, 73  
Whiting, Ellis, 197  
Willey, Margaret, 24  
Wilson, Charles, 83  
Wilson, Clyde, 24  
Wilson, Woodrow, 264  
Wind tunnel  
    High Reynolds number channel, 117  
    10 by 14 inch, 105  
    1 by 3 foot supersonic, 32, 35  
    3.5 foot hypersonic, 105, 145  
    6 by 6 foot supersonic, 33  
    7 by 10 foot, 18, 37, 39-40, 132  
    12 foot pressure, 20, 21, 21-22, 38  
        upgrade of, 125, 126  
    16 foot high speed, 13, 16, 16-17, 18, 34  
    40 by 80 foot, 17, 18, 18-19, 23, 37, 56, 118, 121  
    80 by 120 foot, 104, 119, 121-128  
        accident at, 123-124  
    Unitary plan, 26, 40-44, 145  
        upgrade of, 127-128  
Wind tunnels  
    data collection, 114-116  
    testing technologies, 114-116  
    upgrading of, 120-128  
Wisnieski, Richard, 225  
Wolfe, John, 86, 88, 96, 150, 173  
Wood, Donald, 29, 30  
Woodrum, Clifton A., 11, 266  
World War II wind tunnel research, 16-22  
Wray, Alan, 186  
Wright, Orville, 267

X-2, 49  
X-3, 130  
X-5B, 131  
X-14, 21  
X-14B, 130  
X-15, 49, 70-71  
X-36, 250-252, 251  
XC-142, 131  
XFR-1, 19  
XF7F-1, 19  
XP-51, 13  
XSB2D-1, 18  
XV-1, 129  
XV-2, 129  
XV-3, 129  
XV-5A, 131  
XV-6A, 131  
XV-15, 101, 132, 132-134, 133  
Xenakis, George, 142

Yee, Helen, 192  
YF-93, 39  
YO-3A, 109-110, 110  
Young, John, 57, 145-146, 157, 169  
YP-80, 29  
YROE-1, 128

Zell, Peter, 122  
Zero Base Review (ZBR), 224-228, 229  
Zornetzer, Steven F., 229, 257  
Zuk, John, 136  
Zweben, Monte, 199

*Future directions.*

